

British formations were thrown against a small section of front in an attempt to break through, was seemingly repeated later in the year at Aubers Ridge. The British commanders failed to learn the lesson of the earlier battle and didn't develop a counter plan to the German's well-sighted machine guns emplaced 800-1,000 yards behind the line. As a consequence, both battles ended with high British casualties and little or no key terrain gained.

The Battle of Ypres, famous for the first German use of poison gas, was a study in inflexible leadership by British commanders. Instead of reducing the salient and withdrawing to a more defensible position, British commanders ordered a counterattack that was ineffective and caused many battlefield casualties.

The British retaliated with a gas attack at Loos, France. However, this attack was uncoordinated and resulted in a casualty rate of more than 80 percent (8,246 British casualties out of approximately 10,000 attackers), compared to zero German losses. With this debacle, the professional core of the British Army was completely destroyed.

For many current Soldiers, WWI is remote and unknown. However, to many historians, that conflict represents an early example of how industrialization impacts war, a process that began during the American Civil War. As the art of war continues to evolve, modern leaders can learn from the British commanders' mistakes to become more effective on the battlefield. As such, *The Donkeys* should be required reading for every Army senior leader.

Conferences

Acquisition E-Business Conference Slated

Strategic acquisition through electronic systems is the future, and e-business is leading the journey to achieve this ideal. The Office of Defense Procurement and Acquisition Policy, E-Business (DPAP, EB) is hosting an E-Business Conference, May 23-26, 2005, in Orlando, FL. Acquisition and procurement executives who oversee strategic plans and manage transformation policies are encouraged to attend.

The E-Business Conference will focus on the approaches, strategies and initiatives that will make this environment a reality. The conference will cover:

- Enterprise architecture — movement away from application silos.
- Portfolio management — an assessment of technical and functional capabilities supporting strategic acquisition.
- Transition planning — a plan to transform the acquisition domain from what is to what should be.
- Governance — reflective of both procurement and acquisition processes and strategies.

The 2005 DPAP EB Conference will convene at the Rosen Centre Hotel located at 9840 International Drive, Orlando, FL. For more information about the hotel, go to www.rosencentre.com or call (407) 996-9840. For registration or additional information, go to <http://www.dodebconference.com>.

Contracting Community Highlights



This issue's feature article highlights the career development initiatives undertaken by the Picatinny Center for Contracting and Commerce (PC3) at Picatinny Arsenal, NJ. The article is a collaborative effort by four Army Contracting and Acquisition Career Program (CP-14) interns at Picatinny, and it presents detailed information on the formation and processes of the organizations that have been established to augment career development in the PC3. The three self-directed groups described in the article are the Procuring Contracting Officers' (PCOs') Roundtable, New Associates Development Group (NADG) and Associates Development Group (ADG). These groups' goals are to leverage a more efficient, mission-driven organizational performance for its members by engendering a climate of continual process improvement and mission understanding through peer support.



In addition to the feature article and the regular "DAR Council Corner," we are proud to pass on news from several of our contracting organizations. We have also included

news about the 2005 Intern Professional Workshop scheduled for May 1-5, 2005, in Dallas, TX.

We appreciate support from the field in providing material for publication, and we hope you are finding the submissions as informative and interesting as we do. If you need more information on any of the topics presented, call or e-mail my office for the pertinent contact information.

Ms. Tina Ballard

Deputy Assistant Secretary
of the Army
(Policy and Procurement)

An Innovative Approach to Career Development of Contracting Personnel

Kendra Archbald, Beth Scherr, John Tangalos and James Turner

PC3 at Picatinny Arsenal is one of seven contracting offices within the Tank-automotive and Armaments Command (TACOM) Acquisition Center. PC3 developed a trio of organizations of working-level associates who are tasked with improving individual and organization performance. These three organizations are the PCOs' Roundtable, NADG and ADG. Each group is self-directed and pursues issues within its purview with the intent of empowering first-line workers to make effective and progressive changes. This advances conventional employee empowerment by providing a support network and intercommunications structure that allows for an effective pursuit of change and a peer structure to test and modify approaches and new solutions.

The establishment of these three groups for contracting officers and newer associates allows the individuals involved to focus improvement efforts on their immediate areas of concern and bring the expertise necessary to solve problems.

PCOs' Roundtable

The PCOs' Roundtable was chartered in November 2000. The roundtable provides all members the same opportunity to shape, change and improve acquisition practices via the exchange of open communication and concept generation. The roundtable was created as an integral part of the PC3 executive management's goal to maintain acquisition excellence within DA and the contracting profession. A key emphasis has been defining and shaping PCOs into highly skilled multifunctional

acquisition business advisors who are indispensable to customers and participate early in the acquisition process.

The PCO Roundtable comprises current and aspiring PCOs. The roundtable continually seeks to improve and provide outstanding customer support and quality contracting as a business advisor to the Picatinny acquisition community. The roundtable has created innovative strategies and solutions such as the PC3 Associate Experience, Expertise Knowledge Bank and the PC3 Virtual Library, which consists of current technological/job-specific, management and "tools-of-the-trade" information and training resources.

The roundtable focuses on PCO evolution, knowledge sharing/communication, training, recruitment and retention. Emphasis is placed on mentoring and training to improve functional and leadership skills of PC3's new journeymen and senior associates. The roundtable also examines industry partner practices and has initiated recruitment from commercial forums. The roundtable has set an excellent example and has paved the way for NADG and ADG formation. These three groups strive to improve the leadership skills of all participants and to provide top-notch customer service.

NADG

In September 2000, newly hired PC3 associates formed a self-directed association of entry-level (those with less than 2 years' experience) associates within the 1102 career field to quickly and efficiently integrate themselves into the organization. At that time, PC3 was under a hiring freeze and no new employees had been hired for some time. PC3 was at its lowest manpower levels while facing continuing escalations in workload and responsibility, which were placing an additional strain on the traditional apprenticeship method of new associate integration.

This group of new associates temporarily operated before being chartered as the NADG. The group proceeded with its mission to effectively integrate new associates into the PC3 and to provide a forum for members to seek group solutions for problems and opportunities to enhance their skills through acquisition topics presented by speakers and mutual information sharing. Initially, the group was primarily directed toward new-associate concerns, but began to prove its value beyond the human resources assistance it was initially formed to facilitate. The NADG began to facilitate natural communication between groups and became a "super branch" that provides an overall picture across customer-focus lines. A fresh exploration of PC3 processes and the necessity of teaching the organization's

mission have brought about new opportunities to reevaluate base assumptions and procedures within the organization. Career development paths are reinforced in a planned method, and DOD training emphasis and methods are changed systematically.

This group has benefited from a less-structured association — versus a “required” membership — and holds monthly formal meetings. A senior new associate chairs the meetings with the assistance of a junior new associate co-chair. The leadership accepts tasks for NADG on a voluntary basis and coordinates speaker luncheons, social events and additional training opportunities at negligible cost and with voluntary attendance. Guest speakers from various organizations have presented topics and training including:

- The National Contract Management Association, the Small Business Administration (SBA) and various PCOs that addressed SBA Set-Aside programs and 8(a) Set-Asides, Certificates of Competency, Small/Disadvantaged Businesses and Small Business Goals.
- The Picatinny Arsenal Quality Engineering Directorate provided a general orientation about the its role with an emphasis on armament acquisition.
- The Defense Contract Management Agency (DCMA) provided information on pre-award surveys, contractor invoicing and the services DCMA provides.
- PCOs spoke on DD254's DOD Contract Security Classification System.

To further support the mission, NADG authored and published a *New Associates Manual* in 2003 to assist new hires in the introductory phases of their development as acquisition professionals. This manual has been instrumental in smoothly transitioning these employees into the workforce. The manual includes articles written by the NADG membership or drawn from direct sources. A new associate is instructed in topics such as first day activities and procedures; obtaining identification badges; DOD, TACOM Acquisition Center and PC3 overviews; training; Individual Development Plans (IDPs); Acquisition Career Record Briefs; Defense Acquisition University (DAU) procedures; certification procedures; military culture; phonetic alphabet and military time; contracting overview; Total Army Performance

Evaluation System; and acronym listings and Web sites frequently used in contracting.

In addition to the *New Associates Manual*, a *PC3 Training Guide* also instructs new associates in their educational development. The training guide's primary goals are:

- To establish an overarching tool to strengthen and diversify skills, as well as to implement a consistent approach in developing new associates as part of the overall workforce revitalization efforts.
- To provide multidisciplinary, multifunctional training opportunities that will assist associates in supporting the organization's expanding mission needs and responsibilities.
- To prepare associates for leadership positions at Picatinny and within the Army



CP-14 interns James Turner, Kendra Archbold, Beth Scherr and John Tangalos.

acquisition and contracting community by providing career-broadening education, training and experience opportunities.

The *PC3 Training Guide* is undergoing revision by the roundtable and will soon be handed over to an intergroup Training IPT for custodianship.

ADG

The ADG is a natural outgrowth of the NADG and is formalizing its charter. Composed primarily of NADG members, the ADG also includes any other associates who wish to join. The group's purpose is to preserve the momentum created by the NADG and to use that momentum to transform the organization's associates into a more professional, capable and customer-focused workforce. The ADG is also a self-directed organization that promotes better practices among its membership through information sharing. If new associates see a better method of performing a task, they will implement it themselves — especially if the idea comes from a peer.

Although operating in an open format, the ADG has a formal method of tracking and presenting tasks. Similar to the NADG, the ADG has a chair, co-chair and secretary. These officers provide support and facilitate team leaders' work. The team leaders and their members take on specific tasks of finite duration. This process was implemented to help eliminate burnout and the “other-duties-as-assigned” syndrome that sometimes occur. These tasks performed by the team leaders build into the life cycle of a particular topic, eventually

resulting in a recommendation and implementation plan. If the project is useful, it can be transitioned to the PC3 Board of Directors or the roundtable for approval, amendment and formal adoption. The information generated by the teams will also be captured in a user-friendly manner (the ADG Web site), where rationale for the acceptance or non-acceptance of specific actions is outlined.

The ADG also holds quarterly meetings to discuss and formally present research. This allows sufficient time for projects to be performed and provides a usable community framework to observe and react. Time and cost for ADG activities are minimal, as savings are recouped through improved-process implementation. Another ADG aspect is outreach to the natural customer base. Picatinny Arsenal has hired many new engineers and program support staff unfamiliar with the DOD acquisition environment. ADG is forging stronger links with its counterparts and facilitating cross training and organizational understanding that is otherwise lost with every retirement and policy revision. The ADG will promote networking so that customer service is not an initiative but a natural consequence of doing business, while teaching procurement mechanisms to the next set of upcoming project managers and their staffs.

These three working groups interact with one another through the Training IPT. These groups and the Picatinny chapter of the National Contract Management Association have initiated training programs within the organization. Acting in an IPT interface, they coordinate and leverage their activities to bring better educational opportunities to the PC3 associate and fulfill operating partnership agreements with its customer base.

The PC3, in an effort to further expand upon its commitment to both employee development and efficient customer service, has established a rather unique cooperative partnership with the program executive office (PEO)/program management (PM) community. The PC3 and its customers have agreed to jointly provide educational and training opportunities for eligible contracting series (GS-1102) personnel that will result in effective customer support. These opportunities will enable participating 1102 personnel to obtain *Defense Acquisition Workforce Improvement Act* Level II certification in both contracting and program management. To facilitate that goal, this joint partnership will provide opportunities for eligible 1102 personnel to attend DAU courses necessary to obtain certification in both disciplines. Training opportunities will be based on a work assignment process that is geared toward dual certification. To better accomplish these goals, the PC3 has also aligned its organization into customer-focused contracting groups to meet customers' needs.

This joint collaboration between the PC3 and PEO/PM offices serves as an excellent example of how the acquisition and PEO/PM communities combine their resources to more effectively meet warfighter needs. By working together to help promote the education and training of Acquisition Center associates, partnered organizations benefit from a veritable win-win situation where developmental needs are met through shared resources.

The PC3 has established internal working groups covering the full spectrum of its associates and managers. These groups' end goal is to bring about a more efficient and mission-driven performance by the organization and its workforce members by engendering a climate of continual process improvement and mission understanding through peer support. This is the PC3 working group's core goal as it strives for professionalism in supporting warfighters.

Kendra Archbald, Beth Scherr, John Tangalos and James Turner are CP-14 interns in the PC3.

Competitive Professional Development Opportunities

The Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) is offering 1-year developmental assignments to all DA employees at the GS-12 level (or Acquisition Demonstration broadband equivalent) in the Contracting and Acquisition Career Program (CP-14). The CP-14 Office funds travel and temporary duty costs. For details, see the Oct. 31, 2003, memorandum titled *FY2004/2005 Competitive Professional Development (CPD) Announcement for the Contracting and Acquisition Career program (CP-14) (Updated)*.

ASAALT has two developmental employees who would be happy to share their experiences with you. For information, e-mail Tina Grove at tina.grove@hqda.army.mil or JoAnn Lee at leej4@hqda.army.mil.

The U.S. Army Acquisition Support Center at Fort Belvoir, VA, can also provide additional information about this opportunity. Contact Sally Garcia at (703) 805-1247/DSN 655-1247 or sally.garcia@us.army.mil. Online information is also available at <http://asc.army.mil/programs/cp/opportunities.cfm>.

2005 Intern Professional Workshop

The U.S. Army Acquisition Support Center Contracting Career Program Office (CP-14) will host a 2005 Department of Army Intern Professional Workshop May 1-5, 2005, at the Westin Park Central Hotel, Dallas, TX. The workshop theme, "Preparing Future Contracting Leaders — Today" will focus on leadership and the evolution of the Army's military and civilian components and the contracting and acquisition workforce. The workshop's overarching goal is to expose DA interns to top-level Army leadership and ideas, provide functional-level professional and personal development training, increase fellowship among the intern population and reinforce the Army's investment in interns as the future of the tactical and strategic Army civilian workforce. The target audience for this event is CP-14 interns who are in the second year of their 2- or 3-year program.

On May 1, 2005, workshop registration opens and will be followed by an evening social. Three full days of workshop activities will officially commence the morning of May 2, 2005, with welcoming remarks by Tina Ballard, Deputy Assistant Secretary of the Army for Policy and Procurement, Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology. Sessions will combine briefings by top-level Army and DOD speakers with panel discussions and a series of breakout topics. The workshop may also include one or more plant tours of Dallas-area defense contractors and organization-specific briefings.

News From the Field

Corps of Engineers SWD Creates Centralized Acquisition Web Site. To create a more efficient and effective organization, the Southwestern Division (SWD) Contracting Regional Support Community of Practice began regionalizing its expertise, processes and lessons learned and created a centralized acquisition Web site that will serve as the entry point for all SWD acquisition knowledge. The Web site focuses on knowledge sharing through its use of an acquisition-based forum and library of policy, regulations, standard operating procedures, lessons learned and acquisition-career-related links. The Web site also features an indefinite indefinite delivery quantity

(IDIQ) contract database showing up-to-date capacities for a wide range of IDIQ and multiple award task order contracts that cover the entire division, thereby increasing the knowledge of available contract tools to project managers when planning for future workload.

RDECOM Acquisition Center's Unique Missions Division Uses Time-Sensitive Approach for Proposal Evaluation.

The Unique Missions Division of the U.S. Army Research, Development and Engineering Command (RDECOM) Acquisition Center successfully awarded a multiple award 5-year IDIQ contract using a unique time-sensitive approach used for proposal evaluation.

Offerors were given complex, real-life sample task orders, each with an accelerated proposal turnaround time that would be required in performance of the actual contract. Sample task orders included a management task, a rapid-prototyping task and a project-planning task.

The proposals were evaluated on the contractor's ability to access and assemble special technologies, understanding of operational issues and parameters associated with developing equipment and systems and ability to access and leverage programs and organizations involved in advanced technology development — all under accelerated time constraints of real-time contract requirements.

The contracts awarded will enable the U.S. Army to leverage established centers of excellence as well as other nontraditional research and development organizations to develop, test and field items and systems for advanced technology and equipment.

ACA-Southern Region Sponsors 2004 Army Contingency Contracting Conference. The 18th Airborne Contracting Command (Provisional) and the Fort Bragg Directorate of Contracting hosted the 2004 Army Contingency Contracting Conference Aug. 18-19, 2004, in Fayetteville, NC. The Army Contracting Agency (ACA)—Southern Region sponsored the event, which annually brings various contingency contracting-related commands and organizations together to promote information sharing and to provide a forum for exchanging ideas and techniques among contingency contracting officers (CCOs). The conference's theme was "Transformation While at War." LTG Joseph L. Yakovac Jr., Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT), highlighted the conference with a keynote speech addressing the state of the U.S. Army Acquisition Corps (AAC) and the future of



Former AMC Commander GEN Paul J. Kern presents an award to TACOM's Dan O'Day, IMCVS SSEB Deputy Chairman, while TARDEC/RDECOM's Ed Bohdanowicz, IMCVS SSEB Chairman, looks on.

contracting in the AAC. Other conference topics included lessons learned in *Operations Enduring* and *Iraqi Freedom*, modularity transformation within the Contracting Functional Area, U.S. Army Reserve Command's transformation, contracting with the Office of Coalition Provisional Authority (CPA), contracting in the Balkan theater, using the Logistics Civil Augmentation Program and what the National Training Center is doing to battle-test CCOs.

TACOM Responds to Iraqi Ministries Civilian Support (IMCVS) Program. On April 2, 2004, the CPA in Iraq and at HQDA asked the U.S. Army Tank-automotive and Armaments Command (TACOM) to acquire approximately 100 types of urgently needed nontactical vehicles to support various civilian ministries that were scheduled to be instituted in the yet-to-be-established sovereign authority in Iraq. The CPA provided TACOM the initial vehicle requirements, with minimal specifications, at an estimated dollar value of more than \$400 million. Because these funds were Iraq Relief and Reconstruction Funds, Congress required that TACOM acquire these vehicles using full and open competition.

TACOM and the U.S. Army Tank Automotive Research, Development and Engineering Center (TARDEC) assigned a dedicated team of logisticians, engineers, small businesses, legal and contracting personnel to acquire the vehicles. Because of the stated urgency and the commerciality of the vehicles (e.g., buses, trucks, construction equipment), TACOM decided on an acquisition strategy of issuing separate requests for proposals (RFPs) for each item. Although the process was considerably more labor intensive, it maximized competition and also avoided costs for a program integrator.

A secretarial determination and findings was drafted and approved by ASAALT Claude M. Bolton Jr., authorizing a reduction in the combined publicizing and response time to

no less than 10 days from the normal 40 days. The TARDEC engineers scrubbed more than 100 specifications to remove restrictive requirements and open them up to competition. Requirements personnel in TACOM's Integrated Logistics Support Center, Small Business Office, legal staff and contracting personnel agreed upon standard scope of work, common source-selection criteria and evaluation plan. Between April 27, 2004, and May 4, 2004, TACOM simultaneously posted 96 RFPs on its Business Opportunities page and the Army's Single Face to Industry site.

Because requirements continue to come from our Soldiers in Iraq, TACOM is in various stages of acquiring 103 separate vehicles. A number of the initial RFPs did not receive any valid offers, so TACOM has actually issued 117 RFPs, and another 10 RFPs are awaiting specification approval by Iraqi Ministry officials before issuance. As of Oct. 1, 2004, TACOM's IMCVS team has evaluated more than 320 proposals, made trade-off decisions and awarded 81 2-year IDIQ contracts. The average time to award after RFP closing is just under 65 days.

RDECOM's Natick Contracting Division Develops Recruiting Initiatives. One goal of RDECOM's Acquisition Center Strategic Plan is to recruit, develop and retain a first-class acquisition workforce. To help ensure success, the Natick Contracting Division (NCD) has developed several initiatives to attract business graduates from the many colleges and universities that flourish in the local area. Maria Dunton, NCD Executive Secretary, spearheaded NCD's participation in the FY04 FAST TRACK program.

The program, designed to encourage college students to pursue careers in acquisition, was announced to the workforce in early June 2004. Offices were asked to nominate candidates, with the most qualified being selected for the program. The RDECOM Acquisition Center-funded FAST TRACK program consists of 2 summers of full-time work with possible conversion to a noncompetitive intern position upon graduation. The first NCD nominee for program participation was Howard Gou, a full-time Brandeis University student, who was subsequently selected by the RDECOM Acquisition Center. NCD worked closely with the Intern Coordinator, FAST TRACK Coordinator and Civilian Personnel Advisory Center employees to ensure the program's implementation. Approximately 1 month after his nomination, Gou began the first phase of his FAST TRACK employment with NCD.

This effort's success led NCD to consider placing recruitment ads in local papers, including *The Boston Globe*. A professionally produced animated video infomercial was

developed and placed on the NCD Web page, which links to the Northeast Civilian Personnel Operations Center Vacancy Announcement site. The animation was developed in conjunction with Matt Foster of Computer Consulting. Check out **Careers** at <https://www3.natick.army.mil/>.

ACA-Southern Region Launches New Suite of BPAs for Office Products. On Sept. 1, 2004, the ACA Southern Region Contracting Center-East (SRCC-E) launched a new suite of 19 Blanket Purchase Agreements (BPAs) for the Armywide purchase of office products. The Deputy Assistant Secretary of the Army for Policy and Procurement issued a memorandum on Sept. 2, 2004, reiterating that, with limited exceptions, Armywide BPA use is mandatory for all office product purchases within CONUS.

All BPAs were issued against existing Federal Supply Schedules (FSSs) awarded by the General Services Administration (GSA) and provide Army cardholders with additional discounts as well as incentives offered by customer management programs proposed by vendors. All BPAs conform to the terms and conditions of their respective GSA schedules as well as additional requirements negotiated by the SRCC-E. The terms and conditions will be strictly enforced through diligent and dedicated contract administration. BPA holders will offer only items listed within their respective GSA FSS, and all GSA catalog prices will be further discounted on the Army BPAs.

In addition to capturing economies of scale, the office product BPAs are intended to ensure that office product purchases comply with the statutory preference afforded to products manufactured under the *Javits-Wagner-O'Day Act (JWOD)* (purchases from nonprofit organizations that support the employment of people who are blind or severely disabled), and to maximize small business (SB) participation. The Army reaffirmed its commitment to purchasing from JWOD organizations by awarding a BPA to the National Industries for the Blind (NIB) and by implementing checks and balances to ensure that, when substitutes exist, all BPA holders provide the JWOD product in lieu of commercial alternatives. The Army further demonstrated commitment to socioeconomic programs by awarding the remaining 18 BPAs to 16 SBs and 2 consortia that collectively represent more than 260 SBs. The new Army BPA vendors are Access Products, ABM Federal Sales, American Office Products (AOPD - consortia), Bettertype Ribbons, Caddo Design, Capitol Furniture, Chesapeake Office Supply, Chuckals Inc., Document Imaging Dimensions Inc., Future Solutions, Independent Stationers (IS Group - consortia),

KM2 Inc., Metro Office Supply, Miller's Office Supply NIB/JWOD, RGH Enterprises, Stephens Office Supply, VIP Printing and Office Supplies and WECsys LLC.

The Army continues to use DOD Electronic Mall (EMALL), www.emall.dla.mil, to place orders against the BPAs. The Defense Logistics Agency is working to improve the EMALL and an "Army Corridor" is now in place to ensure cardholders remain within the Army BPA shopping environment. A new and improved EMALL search engine will be implemented in the coming months to improve cardholder search capabilities. The SRCC-E is continuing coordination with the EMALL Program Management Office to identify and implement changes that will make EMALL easier and more efficient for Army users. An EMALL help desk has been established to assist users with registration and ordering problems. The toll free number is 1-888-352-9333.

For additional information on this effort, contact Charlene G. Geong, Army BPA Administrator, at (404) 464-1783 or Charlene.G.Jeong@us.army.mil.

ACA-Northern Region (NR) Works with TRADOC to Develop Training for Service Contracting. The evolution of Service Contracting has strengthened the need for the contracting and requirements communities to work together to build an integrated relationship in the acquisition and management of service contracts. Recent policy in the form of *Army Federal Acquisition Regulation Subpart 5137.5* directs that "Oversight of services acquisition is the shared responsibility of requiring activities, contracting activities and the Assistant Secretary of the Army for Acquisition, Logistics and Technology." However, sharing responsibility can present a challenge to all involved in this process.

Embracing this challenge, the U.S. Army Training and Doctrine Command (TRADOC) requested ACA's liaison assist in efforts to train the workforce with respect to contract management and oversight of service contracts. Enlisting help from the ACA Policy Directorate, ACA Marketing and Outreach Officer and NR Headquarters, efforts began in earnest in April 2004 to develop and coordinate a training plan focused on the duties and responsibilities of government personnel and to augment other more formalized training already available through the Army Logistics Management College and Defense Acquisition University.

In June 2004, a representative from ACA NR Headquarters began conducting a 3-day Contracting Officer's Representative Refresher Training Course. After initial offerings, it was

revamped to ensure that it provided a common level of understanding regarding contract management and the contracting process. The course now includes 1 day devoted to interactive discussions on ethics, working with contractors in the workplace, improving business practices and expectations from the contracting office.

Additionally, the ACA has taken the lead in conducting executive-level training on contract management and the oversight of service contracts at TRADOC Headquarters to ensure government personnel understand the proper method of dealing with contractors in the workplace. Plans are underway to expand this training to all TRADOC schools and installations.

WSMR FEW Chapter Names Most Influential Woman of 2004. The White Sands Missile Range (WSMR) Chapter of Federally Employed Women (FEW) selected Cheryl Cretin, Director of the WSMR Directorate of Contracting, as the Most Influential Woman of 2004. WSMR Commander BG Robert J. Reese presented the award to Cretin during the Women's Equality Day luncheon held Aug. 26, 2004. The FEW president described Cretin as innovative, customer-oriented and efficient, and noted that she consistently gets the job done.

The DAR Council Corner

UID Program

The Unique Item Identification (UID) Program is a key component for enabling DOD to reach established goals and objectives by enhancing total asset visibility, lowering life-cycle cost of item management, improving life-cycle property management, improving operational readiness and providing reliable accountability of property.

The UID and valuation is a two fold system of marking and valuing items delivered to DOD. It will enhance logistics, contracting and financial business transactions supporting U.S. and coalition troops. The requiring activity, program manager, item manager, contracting officer and others need to understand this process. All solicitations, contracts or delivery orders for tangible items delivered to the government will require a UID or a DOD-recognized unique identification equivalent, when one or more of the following applies:

- All delivered items for which the government's unit acquisition cost is \$5,000 or more.
- Equipment and reparable items for which the government's unit acquisition cost is less than \$5,000, when determined necessary by the requiring activity for serially managed, mission essential or controlled inventory equipment.
- The government's unit acquisition cost is less than \$5,000 and permanent identification is required for material that does not change form in manufacturing or consumable items.
- Any DOD serially managed subassembly, component or part embedded within a delivered item and the parent item that contains the embedded, subassembly, component or part.

The following exceptions exempt the contractor from providing a UID:

- The supplies are to be used to support a contingency operation or to facilitate defense against or recovery from nuclear, biological, chemical or radiological attack, as determined by the head of the agency.
- It is determined that it is more cost-effective for the government to assign, mark and register the UID after delivery of an item acquired from a small business concern or a commercial item.

Regardless, if an exception applies, the contractor still needs to provide the valuation for the government's unit acquisition cost.

A commercial identifier can be considered for use as a DOD UID equivalent if it meets these criteria:

- Must contain an enterprise identifier.
- Must uniquely identify an individual item within an enterprise identifier, product or part number.
- Must have an existing Data Identifier or Application Identifier listed in American National Standards Institute (ANSI) MH10.8.2, Data Identifier and Application Identifier Standard.

The commercial identifiers meeting these criteria that are recognized as DOD UID equivalents are the EAN.UCC (a system that standardizes bar codes and other supply chain solutions for more efficient business), Global Individual Asset Identifier for serially managed assets, the EAN.UCC Global Returnable Asset Identifier for returnable assets and the International Standards Organization Vehicle Identification Number.

An end item may include embedded items, such as sub-assemblies, components or parts. The prime contractor will pass down appropriate specifications, including the UID

marking requirements, to the tiered vendors for subcontracted subassemblies, components or parts. Spares may be purchased directly from the vendors or through the prime contractor. UID-qualifying spare items (subassemblies, components, parts, lots or batches) must be marked appropriately with the UID data elements. So, with the prime delivery of the end item, one UID is generated. The spares are delivered with their own UIDs. The government will often ask the prime to deliver a list of all UIDs for UID-qualifying embedded items in the end item.

As part of this initiative, an interim rule was issued Dec. 30, 2003, under *Defense Federal Acquisition Regulation Supplement (DFARS)* case 2003-D081. This interim rule included an implementing contract clause. The *DFARS 252.211-7003, Identification and Valuation Clause* (Jan. 2004), requires the delivery of "items" as defined in the clause, unless an exception applies. Items valued at or above \$5,000 shall be marked with a UID. On July 9, 2004, the Director of Defense Procurement and Acquisition Policy (DPAP) issued a memorandum on contract pricing and cost accounting in compliance with *DFARS 252.211-7003*. The final rule is being reviewed and is expected to be published by third quarter FY05. See the DPAP Web site at http://www.acq.osd.mil/dpap/policy/contract_pricing.htm, or e-mail barbara.binney@saalt.army.mil for a copy.

Wide Area Work Flow and the UID Registry

Wide Area Work Flow-Receipt and Acceptance (WAWF-RA) will be the standardized data-capture mechanism for transmitting UID data from contractors to DOD for new tangible item acquisitions. WAWF-RA is an acquisition application designed to eliminate paper from the RA process of the DOD contracting life cycle. A secure, Web-based application, WAWF-RA enables authorized defense contractors and DOD personnel to create, capture and process receipt, acceptance and payment-related documentation and to access contract-related documents electronically. The UID-capable version of WAWF-RA (v3.0.4) was placed in production in May 2004 and is in the pilot phase for UID capture with several vendors. The WAWF-RA UID capture function will soon be available to all vendors.

WAWF is a means of transmitting UID data elements into the UID registry. The UID registry is the ultimate repository where all UID data will be captured. The UID registry will serve as an acquisition gateway to:

- Identify what the item is.
- Identify who owns the item originally.

- Identify the initial value of the item.
- Identify procuring activity and acceptance timing.
- Intersect with other systems (e.g., property management, logistics and inventory management).

For more information on WAWF, go to the WAWF training site at <http://www.wawftraining.com>. The Assistant Secretary of the Army for Financial Management (ASAFM) is responsible for implementing WAWF. The point of contact is COL Hector Colon at Hector.Colon@hqda.army.mil. The Army Contracting Agency is assisting the ASAFM in implementation to contracting personnel. The point of contact is Karen Goldstein at (703) 681-3447.

For more information on UID, go to the Office of the Secretary of Defense Web site at <http://www.acq.osd.mil/dpap/UID/>. At this site, click on UID 101 to view a current policy memorandum and a guide titled, **Unique Identification 101, The Basics**. The guide focuses on the UID program, implementation and item marking and on the accounting and valuation process.

For additional information, contact DAR Council Army Policy Member Barbara Binney at (703) 604-7113.

Devo- Revo- or Evolution — You Decide

Bob Tiedeman

Shortly after applying to the federal service in 1980, I joined the procurement workforce as an intern in what was then known as the U.S. Army Communications-Electronics Research Command (CERCOM). I graduated from the intern program 3 years later. Through this program, which consisted of both classroom and on-the-job training, I was initiated into the somewhat arcane world of government contracts. During these intervening years, CERCOM merged with the U.S. Army Communications Research and Development Command to become the U.S. Army Communications-Electronics Command (CECOM).

Even with my intern training and limited experience, I came to view "government procurement" as something of a cabalistic endeavor. It was fraught with curious, stovepiped procedures and impeded by myriad reviews and levels of oversight that were far removed from my perception of the real business



Improved information technologies have streamlined procedures and obviated the need for paper and paper-driven processes.

world. Our contracts were constructed from pre-printed inserts, oddly numbered forms with handwritten notations and/or a rudimentary word-processing system that converted codes into text. It was text that, however generated, retained the look of a weird science. It took days or weeks to generate a full-up contractual document and almost as long to mail it out for execution. All in all, it could take years to consummate a contract and longer yet to get the supplies and materiel to Soldiers in the field. Few of us ever actually saw the stuff that was obtained through contract and eventually fielded. In the 1980s, the Cold War was still in full tilt as we prepared for the “red menace” to breach the Fulda Gap.

“Procurement types” were not, generally speaking, well respected. Requirements/customer activities that had to “go to contract” for their supplies rather than obtaining them from a depot often just sucked their teeth and hunkered down for a long paperwork exercise — an exercise, mind you, that served little purpose and took months and months to complete. Few, if any, customers appreciated the legal and fiduciary responsibilities of contracting and procurement officers whom they perceived as quintessential bureaucrats who seemed disinterested in meeting their customers’ needs or providing state-of-the-art supplies to America’s Soldiers guarding freedom’s frontiers around the globe.

However, things began to change in 1983. The *Federal Acquisition Regulation (FAR)* System was adopted and replaced the various Armed Services and *Defense Acquisition Regulations*, as well as the plethora of regulations and procedural requirements devised for and by each executive department or agency.

The *Competition in Contracting Act (CICA)* of 1984 occasioned some of the most fundamental changes to the contracting process since the 1940s when the Armed Services

Procurement Regulation was first devised. Most significantly, it introduced the notion of “full and open competition” to the contract-award process and prescribed rigorous justification and approval procedures in those cases where full and open competition would not be pursued. It also mandated that “competition advocates” be established to ensure that CICA was fully implemented.

The Packard Commission released its *A Quest for Excellence* report in 1986. The report contained numerous recommendations that would significantly change the way DOD managed its business practices and, specifically, defense acquisition business practices. The commission’s Acquisition Task Force, besides establishing the position of Under Secretary of Defense for Acquisition, made several significant suggestions. These suggestions — implemented over the next several years — occasioned many fundamental changes to the acquisition business process such as:

- Streamline acquisition organizations and procedures.
- Adopt information technologies to obviate the need for paper and paper-driven processes.
- Continually evaluate cost and performance to ensure that performance of critical systems is not diminished just to save money.
- Stabilize acquisition programs to prevent requirements creep that impact development and fielding of systems and supplies.
- Procure and adapt commercial-off-the-shelf products whenever possible for potential military use.
- Ensure that the quality and training of acquisition personnel is continually evaluated and modified to address acquisition workforce challenges in the ever-changing “government procurement” world.

As a profession, we soon became conversant in the new *FAR* language. We learned to harness the market effects of full and open competition and question unjustified sole-source requirements that more often than not resulted in higher procurement/operations costs. We reevaluated stovepiped processes that added no value to the acquisition business and served only to frustrate our customers. We implemented new information technologies and pursued new technologies that saved time, effort and money. We embraced the notion of parallel processing and collaborative generation of acquisition documents to save more time. We also questioned the facile notion of “low-bid” goods when quality, performance and timeliness were more important than just cost. We became more technically savvy to recognize nonvalue added requirements. We began to appreciate the benefits of a vital

and competitive commercial marketplace. We also began to assess and reassess our military business practices and to adopt commercial “best business” practices to the maximum extent practicable.

The next big change came in November 1990 with the passage of the *Defense Acquisition Workforce Improvement Act (DAWIA)*. *DAWIA* focused on the workforce’s professionalism rather than on organizational structures or practices that would be the subjects of acquisition reform and streamlining initiatives in the near future. *DAWIA* would impact a wide array of acquisition positions by recognizing the multidisciplinary and multifunctional character of the acquisition business. In this connection, it would impact every functional position in DOD, including program management, systems planning, development, engineering, testing, property management, logistics, quality control, manufacturing, financial management, Joint development and procurement.

DAWIA institutionalized new ways of thinking among US procurement types, thrusting contracting personnel into the roles of change leaders, contracting business managers and contracting business advisors. *DAWIA* transformed standard government procurement into a wide range of business process transformation initiatives that

would fundamentally impact the way we conducted the government’s most significant business processes. As contracting business managers and advisors, we willingly and gladly joined the larger acquisition community. But our most important, but often overlooked,

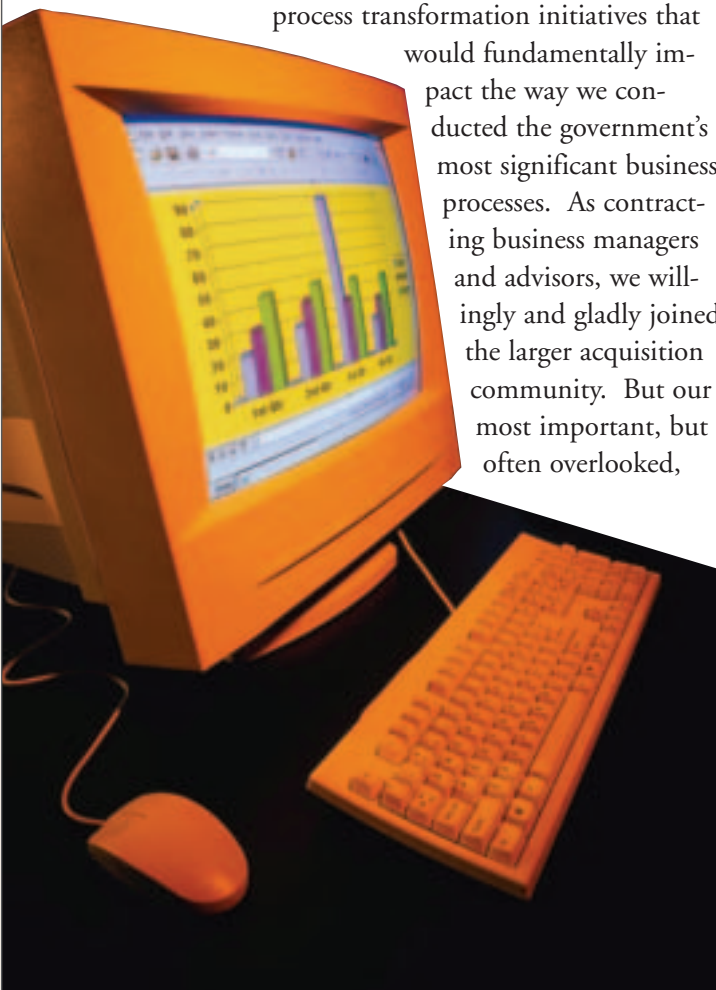
function was, and still is, is to bridge the gap between America’s Soldiers and suppliers.

Subsequent to the momentous changes occasioned by *DAWIA*, the acquisition business community was further shaken by the enactment of the *Federal Acquisition Streamlining Act (FASA)* and the *Federal Acquisition Reform Act (FARA)* in 1994 and 1996 respectively. *FASA* resulted in significant changes to acquisition law. Its enactment resulted in the reduction of paperwork, further encouraged the acquisition of commercial supplies and services, raised the threshold for “simplified acquisition procedures” and promoted the adoption of electronic commerce to further efficiencies and promote greater uniformity among the executive departments and agencies. *FASA* was a logical extension of the Packard Commission’s recommendations and served to institutionalize some of the initiatives borne of it. *FARA* furthered a number of the acquisition reform initiatives instituted with *FASA*. However, and very importantly, it repealed the *Brooks Act*. The *Brooks Act*, which had governed the purchase of information technologies for decades, was universally viewed as one of the most pointlessly bureaucratic government processes. *FASA* was combined with the *Information Technology Management Reform Act* and renamed the *Clinger-Cohen Act of 1996*.

By 1998, the procurement world had been shaken to the core. While still evolving, the role of erstwhile procurement specialist was founded upon a decade of successful acquisition reform efforts, rapid advancements in information technology and, most importantly, by the higher educational standard imposed by *DAWIA*. The contracting profession had been redefined. “Mission accomplishment” and “customer-service fulfillment” were firmly established as key goals throughout the contracting and acquisition community.

Contract specialists/officers were now empowered to be proactive doers and enablers and serve a useful purpose throughout the entire acquisition life cycle. These professionals now bring broad acquisition knowledge and experience, outstanding business acumen and an unparalleled devotion to public service in support of America’s Soldiers. As contracting business managers, procurement types understand their customers’ missions and processes. They also provide business solutions that transcend mere “contracting” and assistance, and they can advise customers to effectively plan and project their respective mission needs.

Today, contracting professionals are critical to the acquisition life cycle. They serve as an essential partner in bringing business operations and commercial practices to program



offices, requiring activities and other customers. They ensure that the critical bridge between Soldier and supplier is maintained and fortified.

At the CECOM Acquisition Center, we have gone from a very mechanistic structure to an organic one while the environment around it is unstable and change is constant. Our workforce has been transformed from “specialists” to generalists. It is a workforce where authority is vested at multiple levels and where innovation and forward thinking are fostered and rewarded. As an organization, we have become horizontal with a team concept that is better able and better suited to meet the challenges of constant change and the unforeseeable vagaries of the new geopolitical climate.

BOB TIEDEMAN is a Procurement Analyst in the Acquisition Center at CECOM, Fort Monmouth, NJ, where he has been employed since 1980.

Haber Wins AMC Small Business Specialist of the Year Award

The Army Materiel Command (AMC) recognized one of its own at the eighth annual Army Small Business Conference in McLean, VA, Nov. 17, 2004, when GEN Benjamin S. Griffin, newly appointed AMC commanding general, presented the AMC Small Business Specialist of the Year Award to Christine P. Haber of the U.S. Army Communications-Electronics Command (CECOM) for her exceptional leadership in support of the CECOM Small Business Program.

In FY03, CECOM awarded more than \$1 billion to small businesses, representing more than 20 percent of CECOM's



GEN Benjamin S. Griffin presented Christine P. Haber with an engraved plaque acknowledging her exceptional support of CECOM, AMC and the Army Small Business Programs. From left: Edward Elgart, CECOM Principal Assistant Responsible for Contracting; Victor Ferlise, Deputy to CECOM Commander; Christine P. Haber; GEN Griffin; Scott A. Crosson, AMC Associate Director for Small Business; and Kevin Loesch, Chief, CECOM Small Business Office.

total U.S. dollars obligated — a first for the CECOM Small Business Program. Haber's efforts in implementing small business participation initiatives in CECOM source selections and, most notably, the CECOM Rapid Response Program, were instrumental in these historic achievements. These initiatives included setting thresholds for the number of contract awards and obligations to small businesses on multiple award acquisitions under full and open competition. Haber also assisted in defining subcontracting requirements as part of the evaluation baseline for performance-based services acquisitions.

Griffin thanked Haber for her contributions related to reengineering efforts that resulted in increased small business participation at both the prime and subcontract levels in acquisitions to support CECOM and program executive office customers.

PEO STRI Awards Contract for the Common Driver Trainer Stryker Variant

The U.S. Army Program Executive Office for Simulation, Training and Instrumentation (PEO STRI) awarded Science Applications International Corp. a \$6.9 million contract (with a total value of \$8.78 million if all options are exercised) for work on the Common Driver Trainer (CDT) Stryker Variant. The CDT Stryker Variant is part of a line of driver simulators that train Soldiers on tracked, wheeled and heavy equipment vehicles.

CDT teaches basic driving skills and tactical maneuvering for combat situations. CDT simulates all driving controls including the dashboard, lights, indicators, switches, instruments and pedals. Because it is not safe to train in a live environment, CDT simulates various types of terrain (desert, woodland, urban, mountainous and tundra) environmental elements (darkness, rain and fog) and other conditions that Soldiers encounter in theater.

The simulator provides a realistic representation of vehicle performance in accordance with the terrain and the actions taken by the driver, including vehicle malfunctions and embedded diagnostic and troubleshooting capabilities for the driver. CDT also generates an after action review to provide the driver and crew with critical lessons learned from their simulated missions.

“We are excited to have the Stryker variant of the CDT on contract,” said LTC Joseph A. Giunta Jr., Product Manager (PM) Ground Combat Tactical Trainers (GCTT), PEO STRI. “With

the current operations in Southwest Asia, the development and fielding of the Stryker driver trainer will allow us to better address the challenges our Soldiers face during battlefield operations.”

The CDT contract was awarded under the PEO STRI Omnibus Contract. The program will be managed under PEO STRI's PM GCTT, headquartered in Central Florida's Research Park, Orlando, FL. In addition to research, development and program management, PEO STRI provides life-cycle support and operations for Army training systems around the world. PEO STRI is dedicated to putting the power of simulation into the hands of our warfighters.

Albert Berger Outstanding NCMA Chapter Leadership Award Presented to Lori A. Deara

The Albert Berger Outstanding Chapter Leadership Award was established in 1998 to give special recognition to those National Contract Management Association (NCMA) volunteers who demonstrate superior chapter leadership achievements in support of their chapters' goals and activities. The award honors the memory of a former NCMA National President — an initial leader of professional development in contract management. The Albert Berger Award is the highest honor an NCMA volunteer can receive for leadership activities.

Recently, Lori A. Deara received this award for her outstanding accomplishments. Her contributions include active recruitment resulting in a 30 percent membership increase, mentoring members for executive board positions and initiating a Chapter Web site and credit card program. Deara acts as a senior advisor for developing her chapter's Annual Operating Plan, Long Range Plan and Membership Retention Plan. She initiated a proclamation to recognize “Picatinny Contract Managers Week” that the Commander, U.S. Army Research, Development and Engineering Command, Picatinny, NJ, approved. Her forte is supporting and establishing educational events for her chapter's membership.

Deara is a contracting officer and grants officer for the Maneuver Ammunition Systems Group, U.S. Army Tank-automotive and Armaments Command-Picatinny. She entered federal service in 1993 and has been an NCMA member since 1994. Deara was previously the contracting officer for the Advanced Infrared Countermeasure Program, which developed XM211 and XM212 decoys, 105mm High

Explosive Tactical and Target Practice-Tracer cartridges for the Stryker Mobile Gun System and 120mm M829A Armor-Piercing, Fin-Stabilized, Discarding Sabot-Traced cartridges for the Abrams tank. A past Picatinny Chapter President and National Director, Deara is currently the chapter's Executive Vice President.

Call for Letters

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